

## **Summary of New Orleans Stakeholder Results**

In New Orleans, Timothy R.E. Keeney, Deputy Assistant Secretary for Oceans and Atmosphere, hosted the workshops of about 55 External Stakeholders for NOAA Strategic Plan. The Stakeholders concurred with the 5 major themes areas first developed at the Seattle workshops (**Life and Property; National Defense and Homeland Security; Commerce and Economic Development; Healthy Oceans, Coasts and Coastal Communities; and Sustainable Species**), although some of the Stakeholders questioned the need for a separate theme for National Security and Homeland Defense. The Stakeholders produced very important data for key measurable outcomes, priority strategies and measures of success for the priority strategies. Examples of measurable outcomes include:

### **Life and Property:**

Loss of life

Accuracy and advance notice of predictions

Credibility and confidence of predictions

Number of people aware of event, risks and proper responses

### **National Defense and Homeland Security:**

Improvement in user satisfaction among Defense and Homeland Security Agencies

### **Commerce and Economic Development:**

Reduce costs associated from inaccurate or unknown predictions

Economic efficiency improvements for weather sensitive industries

Improve routing of marine transportation.

Increase the number of oil and gas wells

### **Healthy Oceans, Coasts and Coastal Communities:**

Amount of beach/ coastline/wetlands/estuaries submerged vegetation without erosion

No net loss of wetlands

Acres of submerged aquatic vegetation habitats along the coastline

Reduce invasive species in water and on land

### **Sustainable Species:**

Percent of fisheries with adequate and timely stock assessment data collection

Percent of fisheries where recruitment meets or exceeds mortality

Number of candidate, threatened, endangered and managed species in stable or upward trend

On the second day, the Stakeholders were divided into sub-groups to discuss each of the major theme areas to discuss priority strategies.

The Stakeholders strongly backed the traditional strategies of increased baseline data, monitoring and prediction capability and supported a range of new or expanded strategies, including:

Creation of fair and equitable fisheries regulatory bodies (council process vs some form of a commission of experts)

Development of a national plan to control invasive species  
Reduce time frames for making Federal consistency appeals  
Expanded Federally supported Vessel Monitoring Systems  
Development and implementation of a comprehensive plan for restoring estuaries and other key coastal habitats  
National leadership in technical assistance and partnership with Federal agencies for coastal land use planning.  
National leadership for ocean management

About 30-35 NOAA Employees at the Stennis Space Center turned out for the Strategic Planning Dialog Session. The employees support the major themes developed by the External Stakeholders , but questioned the need for a separate theme on National Defense and Homeland Security, and thought that consideration should be given to combining the Healthy Oceans, Coasts and Coastal Communities theme with the Sustainable Species theme to more fully support for the ecosystem approach to resource management.

The employees number one strategy recommendation was to increase the recognition of NOAA similar the way NASA is known.

Overall, the first two series of workshops have been a great success in obtaining quality data from our Stakeholders for the development of our Strategic Plan.

The detailed unedited notes from the flip charts and laptop notes are provided below.

# **NOAA Strategic Planning Meeting**

## **Stakeholder Feedback Flipchart Notes**

**New Orleans, LA**

**9/5/02**

**8:00 – 12:30 p.m.**

### **Outcome #1**

#### **Protect Lives and Property**

- 1) Protect harbors
- 2) Good nautical charts
- 3) Improve predictions of catastrophic events
- 4) Reduce false alarms
- 5) Information for assessing risks of coastal mgmt/population
- 6) Develop coastal and inland monitoring system including baseline
- 7) Provide accurate positioning reference system, navigation, mapping, surveying, charting, monitoring, aviation, and emergency evacuation.
- 8) Improve Tsunami warnings
- 9) Spill trajectory (modeling)
- 10) Communication (increase with public)
- 11) Stronger mechanism for assisting local and state government decision makers (coastal and inland)
- 12) Update hydrologic surveys. (shipping and dredging)
- 13) Tide information (port systems for navigation)
- 14) Make more comprehensive charting (electronic and real time)
- 15) Real time information (radar)
- 16) Partnership with state and local port authorities including governments, decision makers
- 17) Satellite/radar advanced imaging
- 18) National shoreline study collaboration with USACOE  
Update flood insurance rate maps collaboratively with FEMA
- 19) Better policy with NWS and private sector—coordination and collaboration
- 20) Better means to collect/disseminate/distribute information (where do I go to find what I need).
- 21) Integrity of information and source
- 22) Public recognition to increase credibility, confidence in information
- 23) Public warning systems improvements—Internet/Satellite/radio/cell phone
- 24) GIS/GPS for regional specific information (layers of information fitting data)
- 25) Expansion of NOAA forecast system labs to predict weather better water vapor sensing for weather predictions
- 26) HR succession plan
- 27) Conflicting environmental/commerce responsibilities (Education, economic shift tourism and fishing balance)
- 28) Environmental restoration balance with commerce

### **Priority Strategies**

- 1) Monitoring and Baseline maps, charting, accurate positioning (shipping) for reference points. Real time information (general use/warnings)
- 2) Partnerships with local EMS. Public/Private coordinator (NWS agriculture and weather related). Interagency coordination for all of them.

- 3) Collection, dissemination, understanding information—integrity. Public warnings. NOAA agency recognition/ service marketing/ PR delivery.
- 4) NOAA recruitment/HR succession planning  
Conflicting Environmental and Commerce Balancing and Reconciling

## **Outcome #2**

### **Improve National Defense and Homeland Security**

#### **Strategies**

- 1) Support and furnish information to Homeland Security Departments—Interagency Coordination—Better Communications
- 2) Is Homeland Security a NOAA area of concern or theme? Comment
- 3) Infrastructure and support EM
- 4) Research and environmental affects on weapons delivery—effectiveness.
- 5) Enhance observation platforms capabilities and sensor usage
- 6) NOAA brand recognition (development)
- 7) Enhance delivery of services –PR/marketing/ etc. (L & P)
- 8) Detect waterborne contaminants (sensing, mapping) locating, charting, instrumentation, data logger, communication—dissemination
- 9) Dual usage of estuarine sensors (expansion)

#### **Overarching**

- Monitoring (baseline)
- Maps, charting and accurate positioning and reference points
- Real time information
- Public Warning
- Partnerships with local EMS
- Public/private coordination (agriculture, NW weather related)
- Interagency Coordination
- Collection/dissemination/understanding information = integrity
- Agency recognition/service marketing, PR, delivery
- NOAA recruiting/HR succession planning (contracting, partnership, outsourcing)
- Conflicting environmental and commerce (balancing and reconciling)

#### **Measures:**

- Baseline and measurement of products (What do we have?) (Where do we have to be?)
  - What do we have?
  - Goals and timelines established
  - Increasing measurement of surveys (hydrographic, user and customer satisfaction measurement)
  - Heights-increase local capacity to access height information when and where needed (effect of getting ships in/out of port—pilot information. More ships per unit time—in/out of harbor. (GPS-real time to LCM resolution) (planes—in and out of airport). (How many airport have system integration improvements, installed and operations)
- 1) Partnerships—customer survey—ask?
  - 2) Number of committees
  - 3) Number of partnerships
  - 4) Number of standard tests

- 5) Number of regulatory reduction
- 6) Number of contacts and contracts
- 7) Number of MOU/MOA
- 8) Reduce CYA
- 9) Number of uses and awareness of info
- 10) Number of web hits
- 11) Number of improvement of user performance measures
- 12) Reduces Tasks vs. Times
- 13) Number of partnerships among partners
- 14) Collection/DIS/understanding
- 15) Information—Integrity
- 16) Number of increase users/web hits
- 17) Reform paper work/ Reduction act/develop a success mechanism
- 18) Number increase e government
- 19) Number of test, exercise, or education of warnings (public)—(scenario tendencies) S. Fl. Water mgmt. Ex.
- 20) Number of Collection hours (platform counts—plane)

### **Outcome #3**

#### **Support Commerce/Economic Development**

##### **Fisheries:**

- Improve consumer access and socioeconomic value of fresh U.S. Fisheries Resources.
- Fair and equitable fisheries regulatory body that is held accountable for actions (consistent F.M.C. membership)
- National plan to prevent invasive species from destroying U.S. fisheries resources

##### **Performance Measures:**

- 1) Reduce the introduction of invasive species to zero.
- 2) Prioritize invasive species by cost of impacts.
- 3) Process: Use an independent body to review, track, and performance measures and ensure accountability.

##### **Energy:**

- Improve NOAA's collaboration with government agencies to ensure access to energy resources on the Federal O.C.S.
- Reform consistency regulations of CZMA on dispute resolution in shortest practical time at lowest level of party interaction (certainty and time lines)

##### **Performance Measures:**

- 1) Number of lease sales
- 2) Number of leases awarded
- 3) Number of wells drilled
- 4) Volume of oil, gas, and minerals produced.
- 5) Reduction in number of appeals to NOAA
- 6) Reduction in timeframes for Fed Consistency Review
- 7) Reduction in law suits filed
- 8) Reduction in cost by applicants from streamlined processes.
- 9) Reduction in federal time and money spent on application process costs

#### **Maritime Commerce**

- Increase the economic value of U.S. Maritime and great lakes commerce.
- Ensure accurate and timely charts and hydrologic surveys
- Add more tidal gauges and NOAA buoys
- Integrate satellite information e.g. water temperature, position information

### Performance Measures:

- 1) Increase number of users of tidal gauges
  - 2) Decrease groundlings, etc.
  - 3) Measure cost saved?
  - 4) Measure costs of damage?
  - 5) Increase time and money saved by users of tidal information, charts, etc.
  - 6) Improve access to Satellite information
  - 7) Number of users or user groups
  - 8) Number of site hits
  - 9) Number of emails replies
  - 10) Number of phone inquiries
- Vessel monitoring systems (VMS)  
Vessel traffic control system? (Too expensive for individual fisherman)
  - NOAA contract research to make technology more accessible—
  - PM: Technology becomes cheaper
  - PM: More systems purchased/installed

### Commerce/Social/Economic/Sustainable Development:

- 1) Consumers: Are not protected
- 2) Consumer interests are not represented.
- 3) Equitable access to resources (fish)
- 4) Resource allocation issue
- 5) Foreign Fishing
- 6) No control over imported fish quality
- 7) Imported fish pushing out domestic
- 8) Recreational fishing expanding
- 9) Commercial fishing shrinking --Implications for heartland consumer
- 10) Recreational Fish QA/QC—Found to be high quality
- 11) Global environmental impacts from foreign fishing
- 12) Economic impacts to U.S. Fisheries due to foreign “dumping”
- 13) Fishing—Complicated Regulations
- 14) Inequitable fines. Commercial vs. recreational.

### Energy Security

- 1) Make it less political
- 2) CZMA consistency appeal process too slow.
- 3) NOAA CZMA Cons. Regs need to be more precise/specific/detailed
- 4) Arbitration—type of process for all parties to come together
- 5) Consensus from all parties
- 6) Timely resolution of conflicts
- 7) Certainty as to process
- 8) NOAA needs to be clear on regulations req's for dispute resolution.

### Improve Management information collection analysis and integration

#### Measures:

- 1) Time from collection to integration in management decisions.
- 2) Is amount of by catch data increasing
- 3) Is amount of by catch per unit date increasing?
- 4) Is amount of statistically significant data improving (standard needs to be developed?)
- 5) Is amount of reliable data available increasing (statistically significant?)?

- 6) Is backlog of data being reduced?

### **Improve mapping of coastal and ocean habitat to understand use by all species by life stages.**

#### **Measures:**

- 1) Number of maps developed for specific species
- 2) Measure/monitor customer satisfaction

### **Manage our coastal and living marine resources at optimal sustainable levels**

#### **Measures:**

- 1) Number of candidate, threatened, endangered or trust
- 2) Number of fisheries considered fully recovered
- 3) Number of fisheries considered managed at optimum level

### **Outcome #4**

### **Healthy Oceans & Coasts and Coastal Communities**

#### **Strategy Top Priorities:**

- 1) Procurement, provision, dissemination of knowledge (science, tech. Assist, etc).
- 2) Healthy Ocean: Balance resource use and protection, by providing information science and technology to enable sustained economic growth and development
- 3) Enhance and promote partnerships to minimize duplication of efforts and improve quality of science, etc.
- 4) Restoration of coastal habitats to restore ecological function and economic growth (comprehensive plan) don't stand in way
- 5) NOAA should be enabler; not implement
- 6) Understand importance of freshwater.

#### **Overall Flipchart notes:**

- 1) Provide partners, constituents with best science to make best coastal resource management decisions (states make decisions) regarding what constituents do.
- 2) Science needs to be state of the art and believable
- 3) Set benchmark with one set of science data
- 4) NOAA's science needs to be useful but not duplicative
- 5) Get correct science to correct people
- 6) Restoration of crucial habitat types—including invasives
- 7) Expertise
- 8) Good science
- 9) Clearing house
- 10) Financial assistance
- 11) Stop undesirable invasive species (US after the fact control)
- 12) Balance resource use and protection
- 13) Provide information and technology
- 14) Enable sustained economic growth and development
- 15) Strong spill response group needed-available SSC Outreach on availability of SSC (and HE needs help)
- 16) Reactive nitrogen inventory—processes, emissions, deposition, transfer
- 17) NOAA should provide expertise in coastal land use planning (technical assistance, tech transfer, partnership with other Feds)
- 18) NPS pollution—work among Fed. Agencies Better (-talk, use same data)
- 19) Clearing house of one agency talking lead on coastal land use management
- 20) Extend monitoring of “dead” zone –better baseline data

- 21) Partnerships with states, universities, all interested parties, private industry, and environmental groups.  
Need regional flexibility and two-way information flow
- 22) Integrate existing data collection from others—direction collection to clearinghouse specifications.
- 23) Promote ocean stewardships environmental education
- 24) Ensure that adequate fresh water come to Gulf of Mexico
- 25) Historical water flows to maintain habitat
- 26) Avoid word with ambiguous meanings—glossary—provide NOAA mandates
- 27) NOAA should not stand in the way of protection, restoration, environment of freshwater flows
- 28) Facilitate agencies have conflicting goals
- 29) See Big picture—conflicting mandates with other Federal Agencies (e.g. can't restore fresh water marsh because now has managed marine SP (EFH))
- 30) Transfer of scientific information to partners
- 31) Need for comprehensive Ocean Mgmt.—NOAA should take the lead
- 32) Extension and engagement
- 33) NOAA should educate at grade school level—value of ocean and coastal habitats (Sea Grant)
- 34) Data needs to be useful and applicable
- 35) Broad based ocean and atmospheric exploration
- 36) Definitive timeline for completion of CZM process—consistently review (appeal)
- 37) Streamline permitting/constructing –proactive
- 38) NMFS vs. coastal development

#### Performance Measures:

##### **Balance protective use with sustainable economic growth**

- 1) Need benchmark
- 2) Number of acres protected/permitted/mitigated
- 3) Number of permits applied for/# permits approved/denied withdrawn --ways NOAA's role—how many because of NOAA's demands.
- 4) Measure of fisheries recovery to harvestable—populations and catch increase
- 5) Number of communities engaging win ecotourism

##### **Restoration**

- 1) Number of acres habitat types restored across geographic areas.
- 2) Measurement of restored function
- 3) Historic habitat types
- 4) How close to no net loss by habitat types (permitted/restored/mitigation)

##### **Partnerships**

- 1) Number of interagency agreements
- 2) Number of parties and number of years
- 3) Number of people took leave from NOAA to work elsewhere –IPA
- 4) How much NOAA \$ Pooled with other money—leverage resources/matching
- 5) How much money out through grants program
- 6) How many partnerships projects NOAA participated in
- 7) Number of people can provide (fund) (e.g. Fellowships)
- 8) Changes of processing time on interagency permit actions/consultations

##### **Freshwater**

- 1) Number of acres wetlands and riparian lands protected/restored by watershed
- 2) Agricultural and forestry BMP implemented
- 3) Acres freshwater converted to other use
- 4) Freshwater withdrawals by watershed/aquifer
- 5) Number storm water mgt plans/NPS plan elements implemented

#### **NOAA enabler**

- 1) Number of law suits against NOAA
- 2) Time for permit/CZM appeal decision
- 3) Number vetoes on permit decisions (EFH, ESA, MMPA, etc.)

#### **Outcome #5**

#### **Sustainable Species and Fisheries (added these word to outcome)**

#### **Strategies: (top three strategies are in bold)**

- 1) **Improve management information collection analysis and integration – 4**
- 2) **Improve mapping of ocean habitat to understand use by all species by life stages – 3**
- 3) **Management our coastal and living marine at optimal sustainable resource levels – 3**
- 4) Stabilize fisheries management use using rights based management for fisheries for which it is appropriate. – 0
- 5) Update hydrologic surveys/charts – 1
- 6) Develop sustainable aquaculture for consumption and stock enhancement – 2
- 7) Structure management around ecosystems to greater extent
- 8) Improved decision processes for fisheries management – 1
- 9) Define recovery goals for endangered species – 1
- 10) Increase awareness of and expand measures to prevent damage from invasive species –1
- 11) Expand inter-governmental university industry and NGO partnerships. – 2
- 12) Improve accuracy, precision, timeliness of stock status information – 2
- 13) Improve NOAA's ability to increase compliance – 0
- 14) Increase social science capability – 0
- 15) Improve management of species with very limited information –2
- 16) Encourage non-consumptive utilization of living marine resources – 1
- 17) More/improved public relations- 1
- 18) Improve economic evaluation of habitat for fisheries (no number given)

#### **NOAA Staff**

#### **(Additional ideas and comments)**

#### **Partnerships**

- 1) Energize our partnerships with federal, state, and local government agencies; help them succeed in their mission when it supports a shared outcome; e.g. Coast Guard, FAA, USGS, State, and Local EM's, CZM's, Fish and Wildlife, BMR

#### **Measures:**

- Customer Surveys
- Identify and measure shared outcomes with each partner; intensive reviews and deliberate surveys after major events.

#### **Scientific Excellence**

- 1) NOAA's scientific agenda should be set in response to customer/partner needs (regional and national level)
- 2) Integration across disciplines
- 3) Partnership with academia and research communities

#### **Measures:**

- Measure the rate of scientific/technical infusion into operations
- Have dialogue with partners to establish measures and targets
- Continue current objective measures; e.g. verification
- Review by external groups e.g. SAB

### **Outreach**

- 1) Integrate all NOAA's information resources and serve them up in customer friendly ways
- 2) Integrate NOAA's observational resources, and serve them up in a NOAA friendly way.
- 3) Spend the time and resources to get the metadata right

### **Measures:**

- Consistent NOAA method to invite customer input and feedback.
- Develop a method of counting number of data islands
- Measure outreach investment of NOAA

### **Public/Private Relationships**

- 1) Transparency
- 2) Dialogue
- 3) Common NOAA Strategy?

### **Measures:**

- Customer Survey methods
- Measure/Count formal relationships
- Determine common outcomes and measure appropriately

### **People**

- 1) Maintain high quality, motivated workforce through innovative workplace practices (e.g. compressed work schedule, telecommuting, job sharing, IT tools for collaboration)
- 2) Recognize interdisciplinary career paths
- 3) Communication, particularly best practices and eliminating barriers.

### **Measures:**

- SFA
- Recruitment
- Retention Data
- Exit Surveys
- Monitor of new applicants
- Expenditures for training/career development

**Employee Meeting**  
**New Orleans, LA**  
**September 5, 2002**  
**2:30-4:30 P.M.**

**Outcome Discussion and Comments:**

1. How to navigate NOAA through the organization
2. NOAA could be better integrated.
3. Better advertise NOAA identity. Tie outcome One to Education/Education Outcome
4. Taking advantage of short-term opportunity. Take advantage of short-term flexibility.
5. How can we modify and control weather and climate. (Science aspect)
6. Provide information for decision models
7. Need charismatic leadership. Combine with NOAA self-promotion
8. Technology transfer (combine with Outcome 3 and 4)

**Outcome #1: Key Indicators of Success Measures**

- Doesn't talk about loss of life of everyone who is out on the water.
- NWS has set of statistics that give us an idea of how well warning program works.
- Ensure we have accurate databases
- Increase education of public for warning or watch.
- Increase track and intensity forecast for major storms.

**Outcome #2**

- Collaborative efforts for National Defense Agencies
- Be large but nimble. Increase the number of special response teams that are NOAA crosscutting.
- Improve the observation and prediction of mesoscale wind fields.
- Get involved in threat monitoring. Dual use platforms.
- NOAA weather radio.

**Outcome #3**

- This outcome brings us into conflict with #4 and #5 outcome goals.
- Get involved with renewable energies (i.e. winds, solar forecasts, wave energy, tidal)
- Monitoring pollution event –play role

**Outcome #4**

- Timely information in a useful form (across many outcomes)
- Better understanding of needs and dialogue with coastal states.

**Outcome #5**

- Broaden definition
- What does it mean?
- Having enough to eat or sustain?
- Goes hand and hand with outcome #4.
- Is a result of an unhealthy species an unsustainable species.
- Should this outcome be combined with #4 –15 yes; 1 keep as same; 1 defer because of fisheries issue..